



October 23, 1983

THEY CAME IN PEACE





Expeditionary Warfare Conference

EXHIBITION ALPHABETIC COLLAGE



BGen Frank Kelley
(703)432- 1800



Dialogue





CMC Priorities

- 1) Continue to provide the best trained and equipped Marine units to Afghanistan. This will not change. This remains our top priority!**
- 2) Rebalance our Corps, posture it for the future and aggressively experiment with and implement new capabilities and organizations.**
- 3) Better educate and train our Marines to succeed in distributed operations and increasingly complex environments.**
- 4) Keep faith with our Marines, our Sailors and our families.**





Role of the United States Marine Corps



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

OP NAVY REF ID: A66111
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SIG
SEP 12 2011

MEMORANDUM FOR SECRETARY OF DEFENSE

From: Commandant of the Marine Corps

Subj: ROLE OF THE UNITED STATES MARINE CORPS

Secretary Panetta, as we explore ways across the Department to adjust to a new period of considerable fiscal austerity, there emerges a clear imperative that our Nation retain a credible means of mitigating risk while we draw down the capabilities and capacities of our forces.

Our Nation faces an uncertain future; we cannot predict where and when events may occur that might call us to respond to protect our citizens and our interests. There have always been times when events have compelled the United States to become involved, even when such involvement wasn't desired; there is little doubt that we will have to do this again in the future. Complicating matters is the fact that since the 1990s, our nation has significantly reduced the number and size of our bases and stations around the world.

We are a maritime nation. Like so much of the world, we rely on the maritime commons for the exchange of commerce and ideas. Many depend on us to maintain freedom of movement on those commons; we continue to take that responsibility seriously. Your naval forces are the solution set to fulfilling our global maritime responsibilities.

Naval forces are not reliant on host nation support or permission; in the conduct of operations, they step lightly on our allies and host countries. With the increasing concentration of the world's population close to a coastline, the ability to operate simultaneously on the sea, ashore, and in the air, and to move seamlessly between these three domains represents the unique value of amphibious forces. Operating as a team, amphibious forces provide *operational reach* and *agility*, they "*buy time*" and *decision space* for our national leaders in time of crisis. They bolster diplomatic initiatives by means of their credible forward presence. Amphibious forces also provide the Nation with assured access for the joint force in a major contingency operation. Modern amphibious operations, like the TF-58 assault that seized Kandahar airport 450 miles inland in 2001 shortly after the 9/11 attacks, seek to avoid enemy strengths by exploiting gaps and weaknesses.

When the Nation pays the 'sticker price' for its Marines, it buys the ability to remain forward deployed and forward engaged to assure our partners, reinforce alliances, and build partner capacity. For 7.8% of the total DoD budget, our Nation gains the ability to respond to unexpected crises, from humanitarian disaster relief efforts, to non-combatant evacuation operations, to conduct counter-piracy operations, raids or strikes. That same force can quickly be reinforced to assure access anywhere in the world in the event of a major contingency; it can be dialed up or down like a rheostat to be relevant across the range of military operations. No



F-35 / ACV

JSF Resumes Flight Operations

BACKGROUND

On August 3, 2011 the F-35 Joint Program Office issued a fleet wide precautionary suspension of ground and flight operations as a result of an incident involving the F-35 conventional takeoff and landing (CTOL) variant AF-4 at Edwards AFB, Calif. **The JSF fleet resumed monitored ground test operations on August 10 and returned to monitored flight operations on August 18.** The government and contractor engineering teams determined the program could resume.

The government test flight operations will be made after reviewing data from developmental test flight operations. Monitoring procedures governing monitoring procedures governing monitoring procedures governing monitoring procedures governing monitoring of valve position is a solution is in the works.

TALKING POINTS

- The F-35B will revolutionize environments while reducing enabling joint interoperability
- STOVL JSF enables distributed high sortie generation, small
- The STOVL technical challenge of the currently known
- The capability inherent in a STOVL JSF for close air support. Marine Corps will likely operate

QUESTIONS AND ANSWERS

Q1. What advantages do you gain from the STOVL variant will provide? There are ten times as many 3,000 to 4,000 foot expeditionary replace damaged facilities or create 22 TACAIR-capable carrier replacement carriers.

POINT OF CONTACT/SOURCING
Mr. Joe DellaVedova, JSF JPO P
Capt. Brian Block, HQMC DivPA,

Current As of

STOVL JSF SHIPBOARD TESTING

"Keeping the Marine Corps on target" IN THE BLACK

May 18, 2011

Headquarters U.S. Marine Corps

Modernization: Joint Strike Fighter

Background

- The F-35 Lightning II, or Joint Strike Fighter (JSF), is a multi-service/multi-national fifth-generation fighter that combines low observable technology with agile close air support capability to create a multimission platform. It gives pilots unprecedented situational awareness and unmatched lethality and survivability.
- The single-engine, single-seat F-35 will be manufactured in three versions: a short takeoff/vertical landing (STOVL, F-35B) variant for the Marine Corps, an aircraft-carrier version (CV, F-35C) for the Navy, and a conventional takeoff-and-landing (CTOL, F-35A) variant for the Air Force.
- The Marine Corps will replace the aging AV-8B Harriers, F/A-18 Hornets, and EA-6B Prowlers with 420 Joint Strike Fighters - a mix of 340 F-35 B models and 80 F-35 C models.
- The first F-35B squadron will stand up in 2016, and its production run will be completed in 2026, culminating in 21 active and three legacy squadrons will begin transitioning in 2013 and end in 2026.
- The first F-35B squadron will stand up in 2012, the first F-35C squadron will stand up in 2016, and its production run will be completed in 2026, culminating in 21 active and three legacy squadrons will begin transitioning in 2013 and end in 2026.

Discussion

- The F-35B STOVL Joint Strike Fighter remains the tactical aircraft we need to support our Marine Air Ground Task Forces and the joint force from amphibious ships and forward deployed sites ashore.
- STOVL JSF will double the nation's capital ships, from the current 11 conventional carriers to 22, by providing fifth-generation capability to amphibious assault ships.
- Procurement of the F-35C allows the Corps simultaneously to meet its enduring commitment to carrier battle group integration and to continue our measured transition to an F-35B expeditionary capability.
- Slowing down the production rate of the F-35B to allow for responsible fixes to be incorporated into the production run was prudent in light of the progress the JSF program had made up through 2010.
- To date, 2011 has seen a dramatic turnaround in program progress. The F-35B has surpassed its production rate and we are on track for F-35B LH-1 ship trials.

Facts & Figures

Key Messages

- The F-35 marks the next generation of tactical aircraft dominance for the Marine Corps.
- The F-35B will revolutionize our expeditionary Marine air-ground combat power in all threat environments, reducing our reliance on supporting aircraft, tankers and jammers while enabling joint interoperability with newer systems.
- The F-35C fulfills the Marine Corps' enduring commitment to our carrier-based naval aircraft heritage and future.

- The Marine Corps plans to have 21 STOVL aircraft and 80 F-35C aircraft.
- STOVL technical challenge of the currently known issues are being resolved.
- The F-35 Joint Strike Fighter program has made up through 2010.

Division of Public Affairs, Media Branch, HQMC
703.614.4309. Email: ontherecord@hqmc.mil

Reviewing Amphibious Capability

"Like an affordable insurance policy, Marine Corps and Navy amphibious forces represent a very efficient and effective hedge against the nation's most likely risks." - CMC, Role of the United States Marine Corps, 12 Sep memo to SECDEF

BACKGROUND

"Keeping the Marine Corps on target" IN THE BLACK

May 18, 2011

Headquarters U.S. Marine Corps

Modernization: Amphibious Combat Vehicle (ACV)

Background

- After sustained combat operations in Iraq and Afghanistan, the Marine Corps must reset war-weariness and to pursue an integrated vehicle program that is affordable.
- Our approach will be to balance capability with cost while mitigating the risks associated with a new vehicle program. This approach will initially examine three integrated efforts:
 - AAV upgrade: A service-life extension program and upgrades for some AAVs
 - ACV: The development of a new Amphibious Combat Vehicle
 - MPC: The procurement of Marine Personnel Carriers

Discussion

- The Marine Corps intends to pursue an aggressive and responsible acquisition timeline for new and upgraded amphibious vehicles. In doing so, the Corps will employ a disciplined systems engineering process coupled with sound cost analysis.
- The Corps is beginning an analysis of alternatives of amphibious combat vehicles that will evaluate operational impacts of several different ACV configurations.
- This analysis will be informed by input we have received from industry in response to requests for information issued earlier this year.
- The Corps also will conduct a series of war games in collaboration with the Navy to evaluate the operational impacts of closing the ship-to-shore distance from 25 nautical miles to 12 nautical miles while also reducing the water speed of the ACV.

Key Messages

- As America's Expeditionary Force in Readiness, the Marine Corps must be prepared to respond to crises in any climate or place.
- An amphibious combat vehicle is critical in enabling the Marine Corps to conduct ship-to-shore operations in permissive, uncertain or hostile environments.
- The Corps is committed to developing and fielding an effective, survivable and affordable amphibious combat vehicle that meets our

Facts & Figures

- The vitality of an amphibious fleet is critical to overcoming anti-access challenges in locations along coastlines or in strategic straits where no U.S. forces are present and/or basing agreements in place.
- The United States since 1990 has conducted some 110 amphibious operations. For example, the Navy-Marine Corps team has been on the scene in Bangladesh (1991), the Philippines (1991), Liberia (1996), East Timor (2001), and Haiti (2004).



CNO Priorities

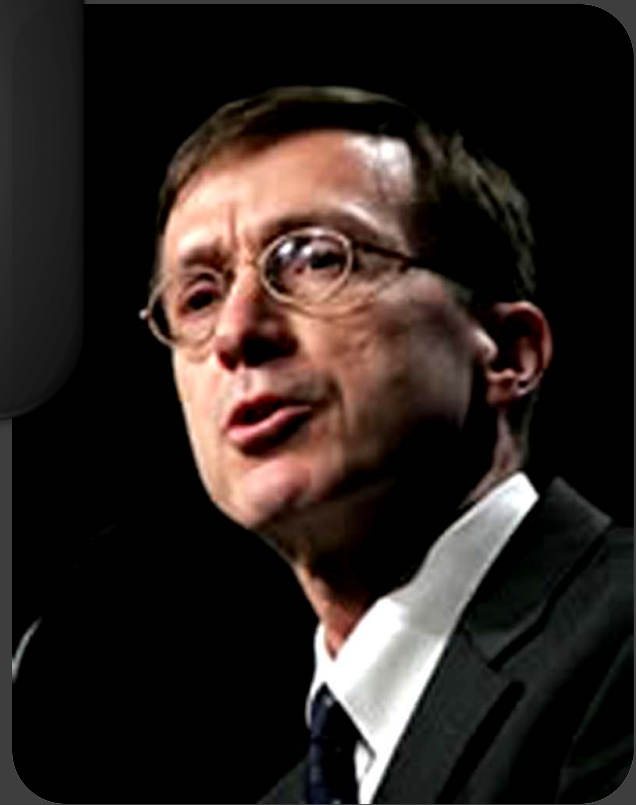
- 1) Remain ready to meet current challenges, today
- 2) Build a relevant and capable future force
- 3) Take care of our Sailors, Navy Civilians and their Families





ASN RDA Priorities

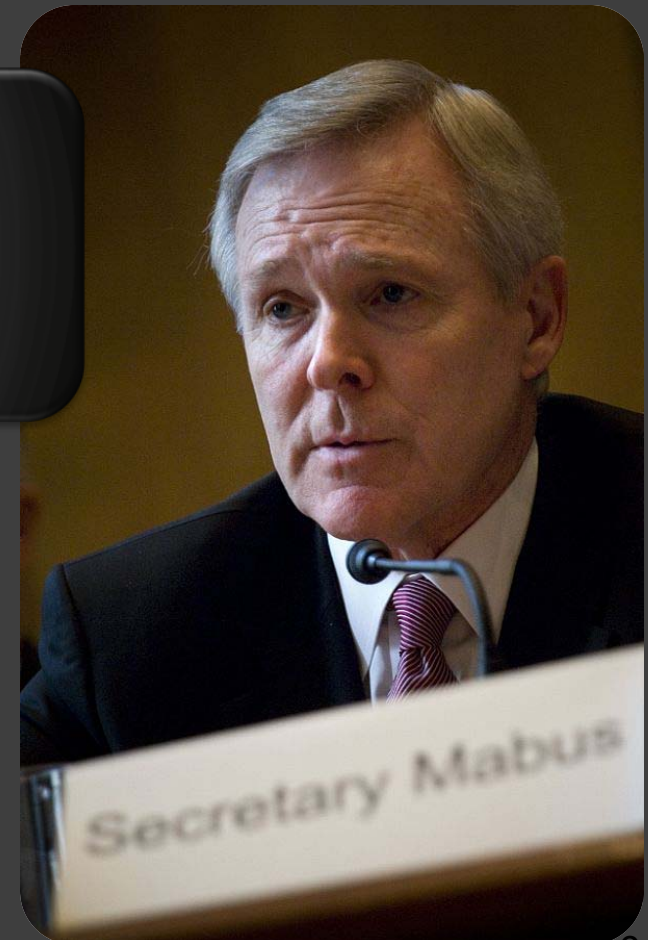
- 1) Getting the requirements right**
- 2) Making every dollar count**
- 3) Performing to plan**
- 4) Minding the health of the industrial base**
- 5) Strengthening the acquisition workforce**





SECNAV

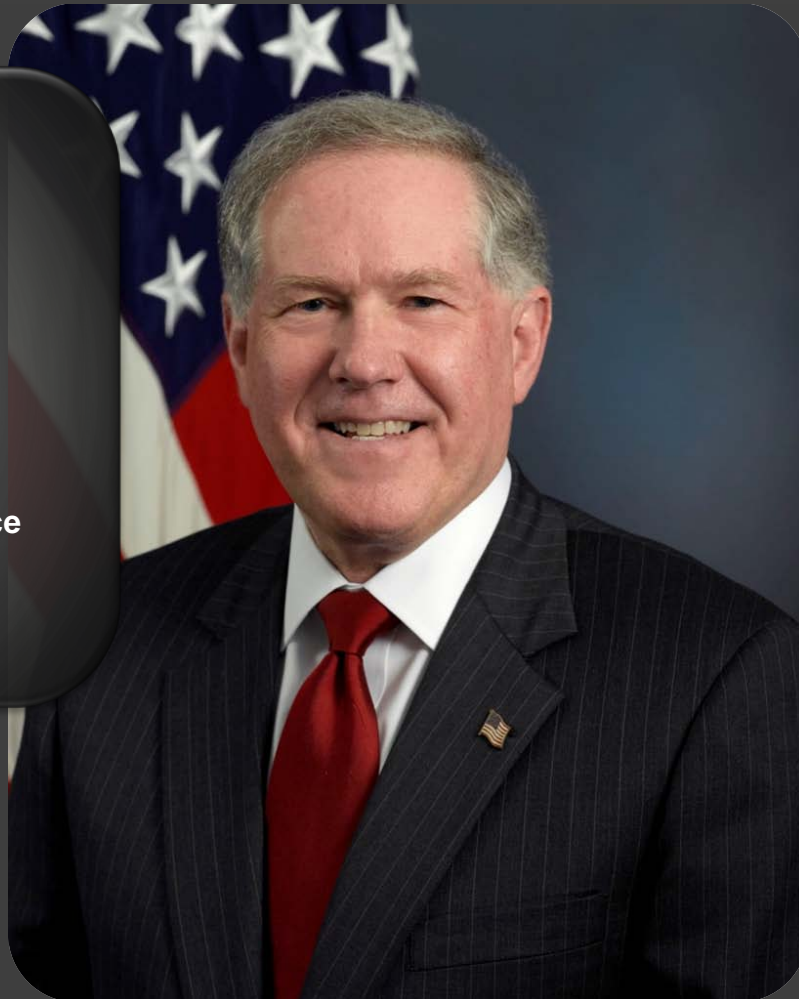
- 1) Taking care of Sailors, Marines, Civilians and their families
- 2) Treating Navy energy requirements and solutions as issues of national security
- 3) Creating acquisition excellence
- 4) Optimizing unmanned systems





AT&L Priorities

- 1) Supporting forces who are engaged in overseas Contingency Operations
- 2) Achieving affordable programs
- 3) Improving efficiency
- 4) Strengthening the industrial base
- 5) Strengthening our acquisition workforce
- 6) We must protect the future





Guidance Roadmap

Target Affordability and Control Cost Growth

- Mandate affordability as a requirement
 - At Milestone A set affordability target as a Key Performance Parameter
 - At Milestone B establish engineering trades showing how each key design feature affects the target cost
- Drive productivity growth through Will Cost/Should Cost management
- Eliminate redundancy within warfighter portfolios
- Make production rates economical and hold them stable
- Set shorter program timelines and manage to them

Incentivize Productivity & Innovation in Industry

- Reward contractors for successful supply chain and indirect expense management
- Increase the use of FPIF contract type where appropriate using a 50/50 share line and 120 percent ceiling as a point of departure
- Adjust progress payments to incentivize performance
- Extend the Navy's Preferred Supplier Program to a DoD-wide pilot
- Reinvigorate industry's independent research and development and protect the defense technology base

Promote Real Competition

- Present a competitive strategy at each program milestone
- Remove obstacles to competition
 - Allow reasonable time to bid
 - Require non-certified cost and pricing data on single offers
 - Require open system architectures and set rules for acquisition of technical data rights
- Increase dynamic small business role in defense marketplace competition

Improve Tradecraft in Services Acquisition

- Create a senior manager for acquisition of services in each component, following the Air Force's example
- Adopt uniform taxonomy for different types of services
- Address causes of poor tradecraft in services acquisition
 - Assist users of services to define requirements and prevent creep via requirements templates
 - Assist users of services to conduct market research to support competition and pricing
 - Enhance competition by requiring more frequent re-compete of knowledge-based services
 - Limit the use of time and materials and award fee contracts for services
 - Require that services contracts exceeding \$1B contain cost efficiency objectives
- Increase small business participation in providing services

Reduce Non-Productive Processes and Bureaucracy

- Reduce the number of OSD-level reviews to those necessary to support major investment decisions or to uncover and respond to significant program execution issues
- Eliminate low-value-added statutory processes
- Reduce by half the volume and cost of internal and congressional reports
- Reduce non-value-added overhead imposed on industry
- Align DCMA and DCAA processes to ensure work is complementary
- Increase use of Forward Pricing Rate Recommendations (FPRRs) to reduce administrative costs

Sept 14, 2010



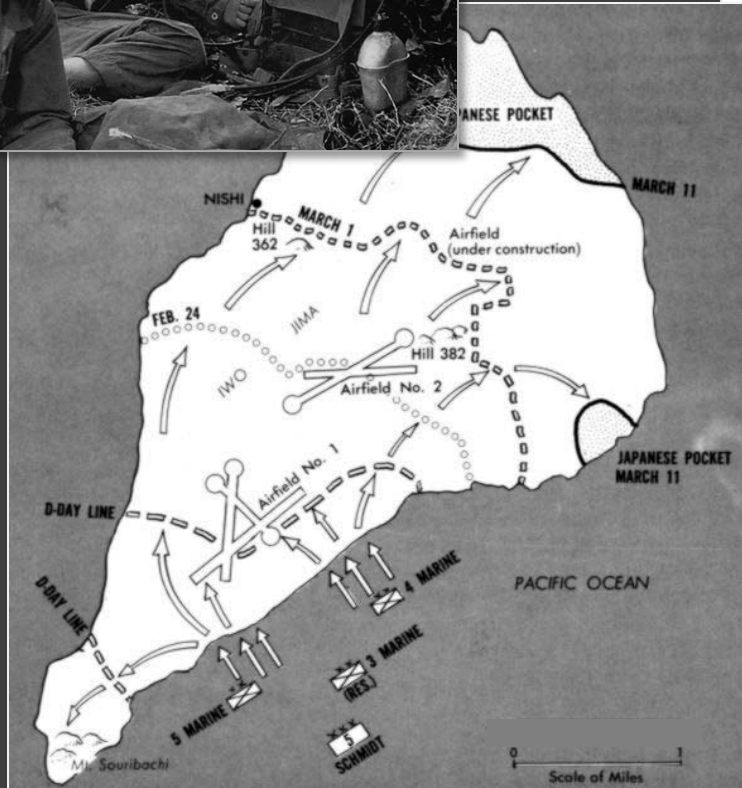
“The Myth of Our Amphibious Roots” Marine Corps Gazette.



2dLt Valerie J. Cranmer



Operations Then...





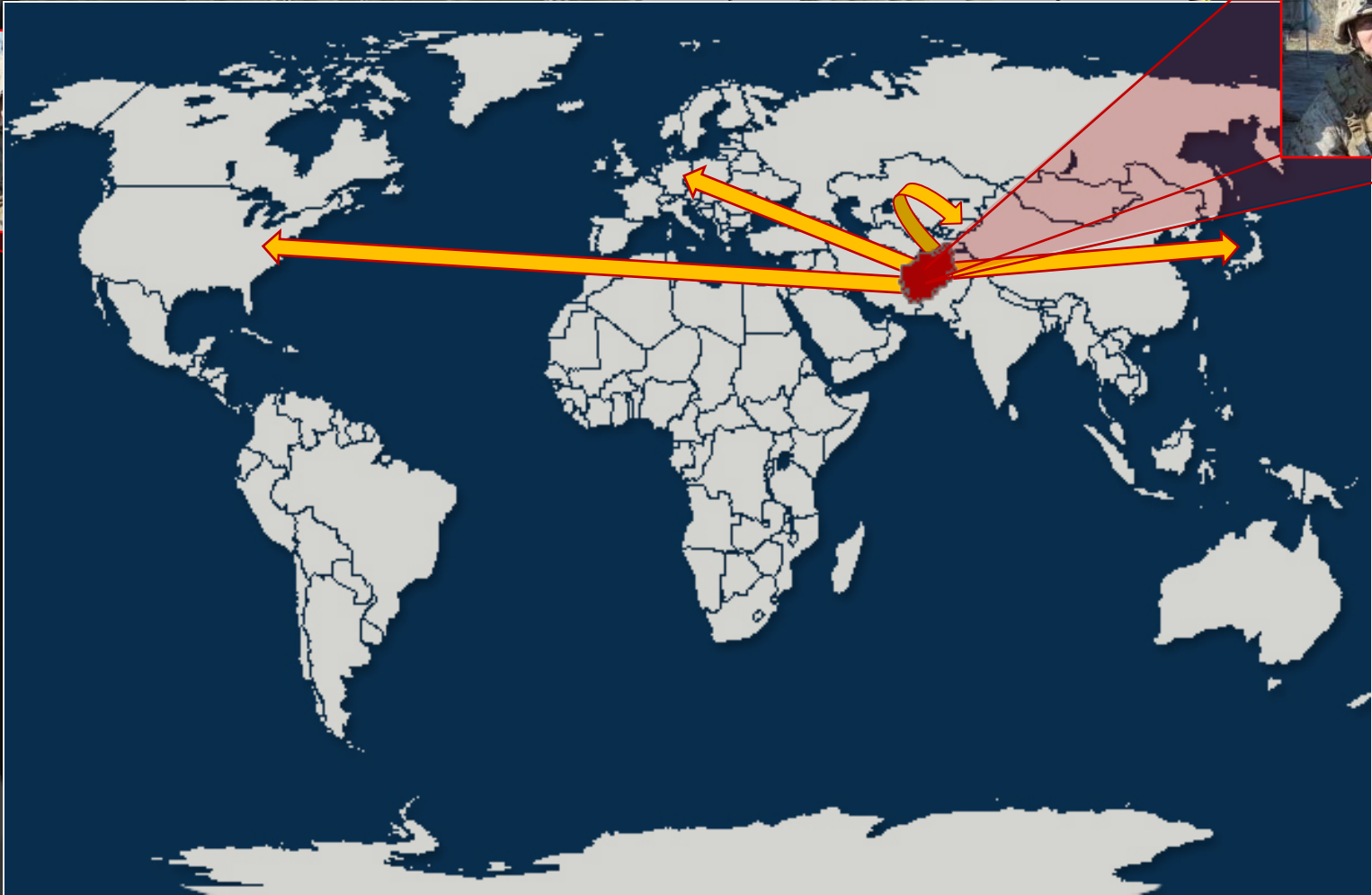
Distributed Operations



Capt Robert Tavzel



Distributed Operations





FR Silk Weight
Undershirt
\$17.17
0.37lbs

Protective Under Garment
\$62.99
0.55lbs

Socks, Extreme Weather
\$7.84
0.30lbs

Total Weight

0.37 lbs
0.55 lbs
0.30 lbs

Total Price

\$ 17.17
\$ 62.99
\$ 7.84

~~0.22~~ lbs

\$ ~~80.00~~



Utility Belt
\$1.82
0.25lbs

FR Combat Ensemble
\$77.90
2.44lbs

RAT Boot (Hot Weather)
\$198.00
3.06lbs

Total Weight

0.37 lbs
0.55 lbs
0.30 lbs
0.25 lbs
2.44 lbs
3.06 lbs

~~3.00~~ lbs

Total Price

\$ 17.17
\$ 62.99
\$ 7.84
\$ 1.82
\$ 77.90
\$ 198.00

\$ ~~383.82~~



Plate Carrier w/ SAPI Inserts
\$1340.36
22.4lbs

Protective Over Garment
\$239.20
2.00lbs

Multi-Purpose Bayonet
\$118.90
1.19lbs

Holster
\$128.79
2.10lbs

Total Weight

LOSL AAGIDUJ

0.37 lbs
0.55 lbs
0.30 lbs
0.25 lbs
2.44 lbs
3.06 lbs
22.4 lbs
2.00 lbs
1.19 lbs
2.10 lbs

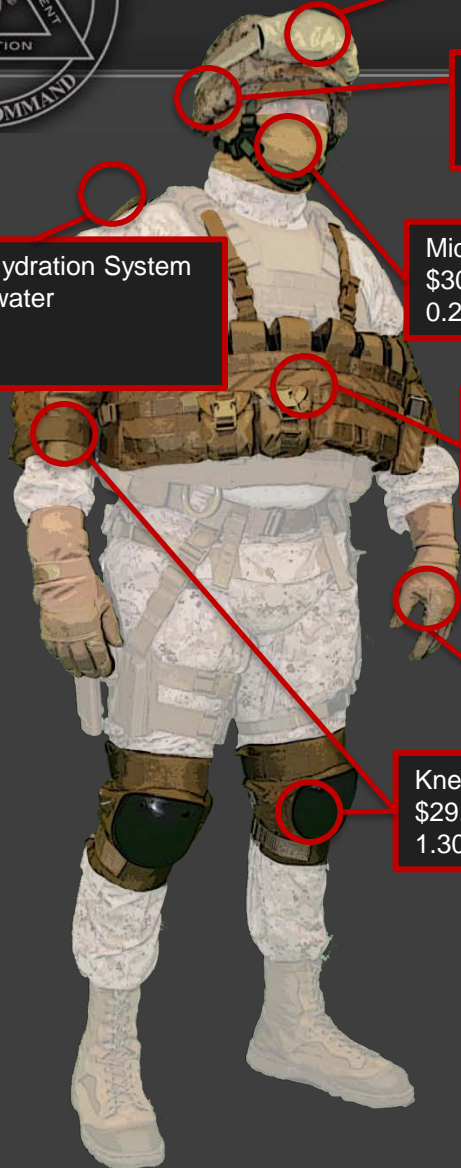
Total Price

LOSL FLICE

\$ 17.17
\$ 62.99
\$ 7.84
\$ 1.82
\$ 77.90
\$ 198.00
\$ 1340.36
\$ 239.20
\$ 118.90
\$ 128.79

~~32.119~~ lbs

\$ ~~2018.788~~



MEPS (Goggles)
\$63.81
0.40lbs

LWH w/ reversible cover
\$269.80
4.12lbs

Complete Hydration System
w/ 100 oz. water
\$72.71
10.19lbs

Mid-weight FR Balaclava
\$30.85
0.20lbs

Chest Rig (Not Loaded)
\$42.91
2.40lbs

FR Gloves
\$97.83
0.18lbs

Knee & Elbow pads
\$29.40
1.30lbs

Total Weight

Total Price

0.37 lbs

\$ 17.17

0.55 lbs

\$ 62.99

0.30 lbs

\$ 7.84

0.25 lbs

\$ 1.82

2.44 lbs

\$ 77.90

3.06 lbs

\$ 198.00

22.4 lbs

\$ 1340.36

2.00 lbs

\$ 239.20

1.19 lbs

\$ 118.90

2.10 lbs

\$ 128.79

0.40 lbs

\$ 63.81

4.12 lbs

\$ 269.80

0.20 lbs

\$ 30.85

2.40 lbs

\$ 42.91

0.18 lbs

\$ 97.83

1.30 lbs

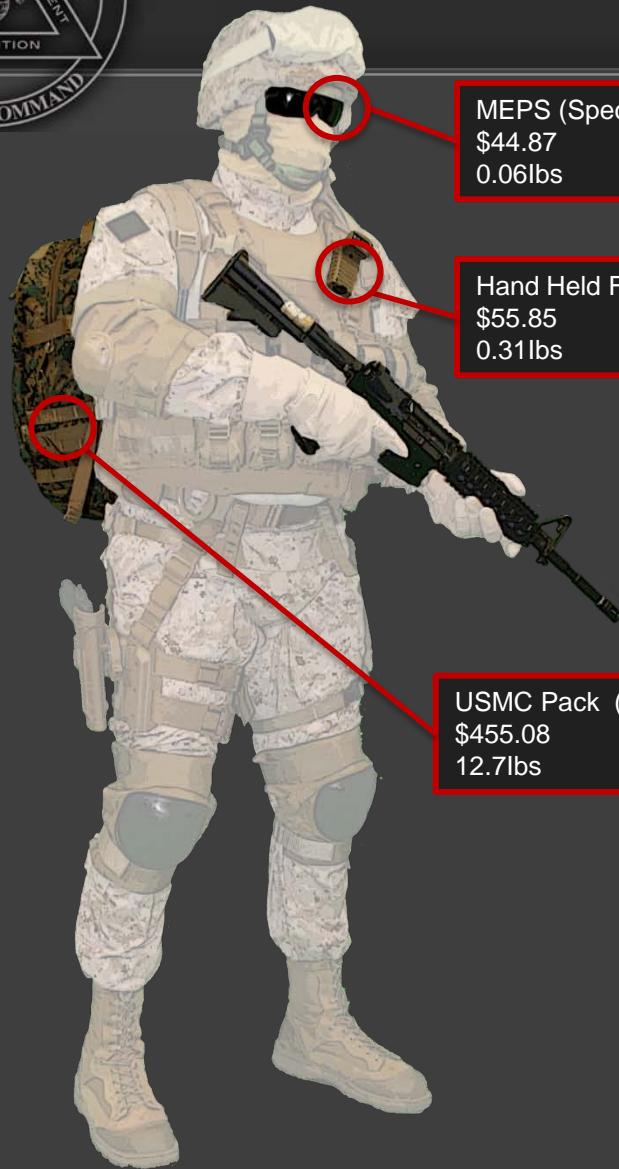
\$ 29.40

10.19 lbs

\$ 72.71

~~35.00~~ lbs

~~\$ 2000.58~~



MEPS (Spectacle Kit)
\$44.87
0.06lbs

Hand Held Flash Light
\$55.85
0.31lbs

USMC Pack (Assault load)
\$455.08
12.7lbs

Total Weight

Total Price

0.37 lbs
0.55 lbs
0.30 lbs
0.25 lbs
2.44 lbs
3.06 lbs
22.4 lbs
2.00 lbs
1.19 lbs
2.10 lbs
0.40 lbs
4.12 lbs
0.20 lbs
2.40 lbs
0.18 lbs
1.30 lbs
10.19 lbs
0.06 lbs
0.31 lbs
12.7 lbs

\$ 17.17
\$ 62.99
\$ 7.84
\$ 1.82
\$ 77.90
\$ 198.00
\$ 1340.36
\$ 239.20
\$ 118.90
\$ 128.79
\$ 63.81
\$ 269.80
\$ 30.85
\$ 42.91
\$ 97.83
\$ 29.40
\$ 72.71
\$ 44.87
\$ 55.85
\$ 455.08

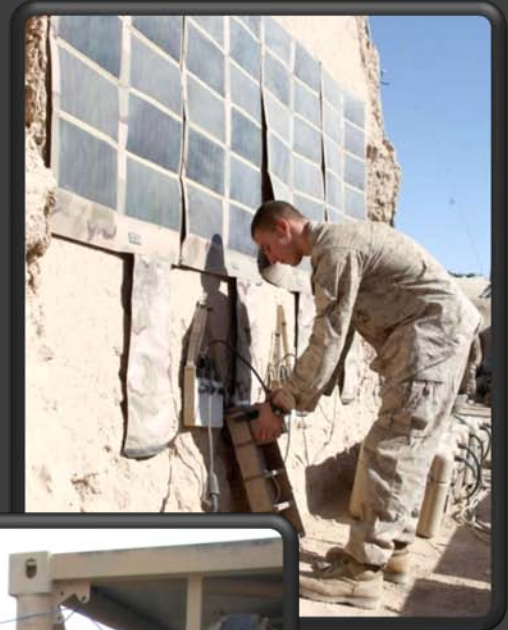
66.88 lbs

\$ 2900.08



Advanced Power Sources

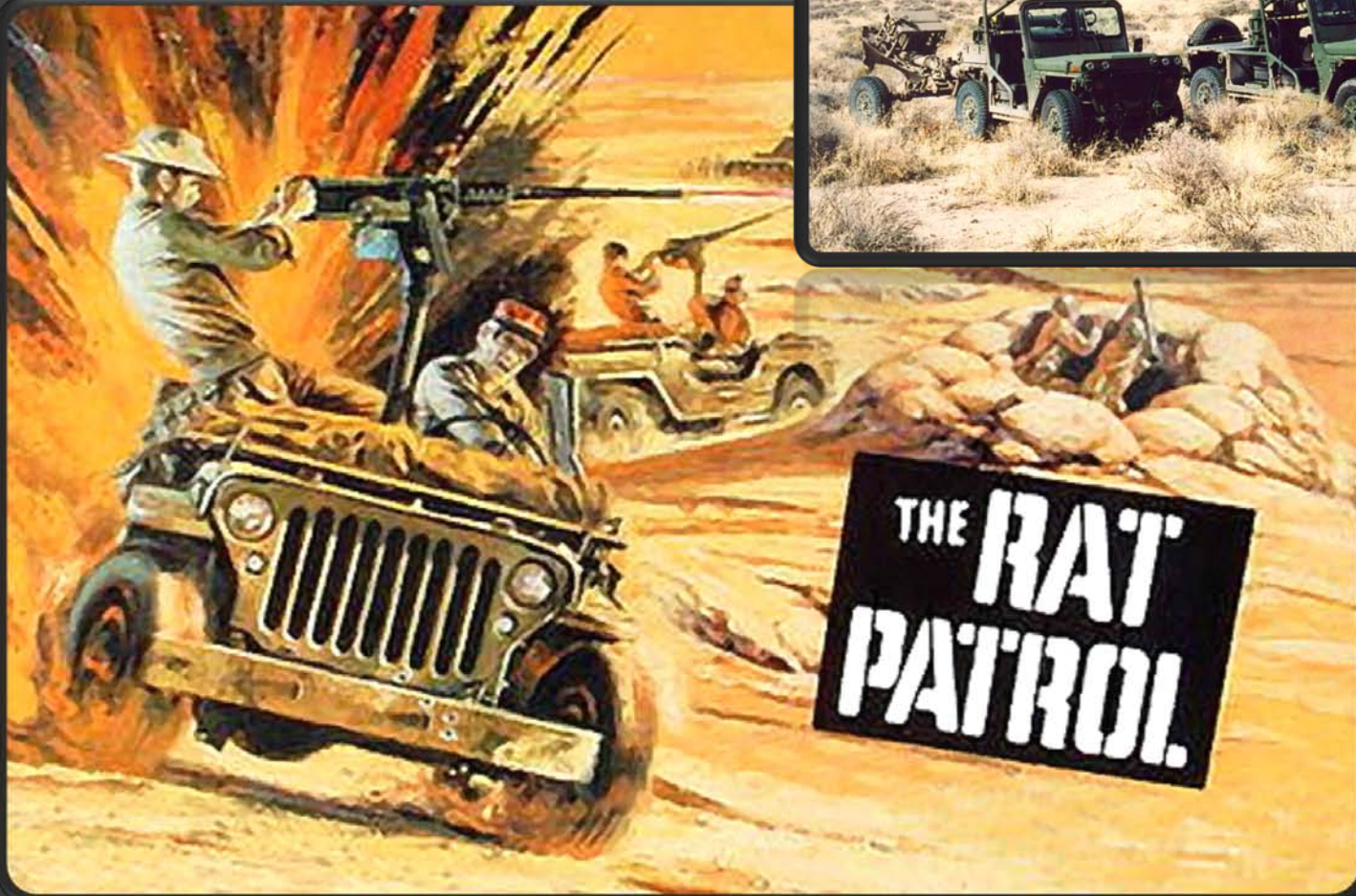
291102 12M04 2011C62





Expeditionary

EXHIBITION





ITV & EFSS

11A & EL22





AAV





ITV Cargo Loaded in an AAV





We...
ME...



This is a good news story...

- You, Industry, Understand the environment
- ...so do we
- Together, by being Deliberate, Disciplined, Providing Visibility to each other and Collaborating at every Opportunity
- ...we will solve this





Welcome to Marine Corps Systems Command Quantico, Virginia

